



## **City of Belmont Economic Development Strategy**

October 2003

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# Introduction

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## Purpose of the Economic Development Strategy



Belmont has long been known as a pleasant residential community with a “small town” ambience, despite its central location on the busy San Francisco Peninsula. Its residents are family-oriented, well-educated, and relatively affluent, and value the City’s tranquil, wooded streets, open spaces, and rolling hills. They regularly come together to celebrate their community at unique events such as the Summer Concert Series, Greek

Festival, and the annual Christmas Carol Performance. Belmont also takes pride in its educational system, and boasts strong public and private schools, as well as Notre Dame de Namur University, one of the state’s oldest educational institutions. Educational services, in fact, combined with the retail and information industries, make up a major share of the Belmont economy. In addition, the City has a long history of supporting the arts; Belmont houses several artist studios, the newly-opened Twin Pines Art Center, and the Silicon Valley Art Museum.

The Economic Development Strategy builds on these strengths to enhance the community’s fiscal, financial, and cultural wealth. By diversifying the local economy, supporting existing businesses, leveraging the City’s cultural assets, and taking advantage of key development opportunities, the Economic Development Strategy will guide Belmont’s economic direction for the next 20 years. It provides focus for the General Plan update, the Redevelopment Agency’s Los Costanos Plan, and future policy decisions.

## Economic Development Strategy Planning Process

This Strategy was prepared by the City of Belmont Economic Development Committee, with support by its consultant, Bay Area Economics (BAE), and the City of Belmont Department of Community Development and Planning. The Strategy reflects the input of a diverse set of stakeholders, including educators, business owners, artists, community leaders, city officials, and residents, and is based on the economic findings outlined in Appendix A and the Economic Conditions, Trends, and Opportunities Report. Appendix B includes the full list of stakeholders who contributed to this Strategy.

It should be noted that this Economic Development Strategy forms part of a three-pronged effort to establish direction for the long-term planning and development of the City. The related initiatives in this planning process include a community-wide visioning initiative, already underway, and a comprehensive update of the General Plan to follow.

## **Format of the Strategy**

The Strategy first provides a summary of the City's Economic Development Goals, shaped around the theme of the Mission Statement. A portion of the Goals and Policies are to be applied citywide, and a portion relate to specific "Opportunity Areas" within Belmont. These Areas represent potential sites for development initiatives to spur local economic growth. Subsequent chapters describe each Goal and its policies, and provide an implementation program to achieve them. Finally, the Strategy provides an Implementation Plan that outlines the timing of implementation strategies and identifies lead and support agencies/organizations.

Additional background material can be found in Appendix A, which summarizes Belmont's economic trends. A separate background document, "The Economic Conditions, Trends, and Opportunities Report," provides more detailed analysis of the City's demographic and economic conditions, real estate market demand, and opportunities for economic development.

## **Summary of Economic Development Goals**

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This section sets forth the overarching Mission Statement of the Strategy, and summarizes the key Economic Development Goals. Subsequent chapters detail each Goal, policies to support it, and implementation actions to achieve the goal.

### **Mission Statement**

#### **Enhance Belmont's Financial, Fiscal, and Cultural Wealth**

Through this Economic Development Strategy, the City of Belmont, representing its residents and businesses, seeks to enhance three facets of local wealth. First, the City hopes to improve the financial well-being of its community members through greater property values, more active businesses, and local employment growth. Second, the City aims to improve its own fiscal health by increasing revenue from sales taxes, property taxes, and other sources. A stronger General Fund allows the City to maintain and upgrade its public services, and to improve Belmont's visual character through land use and urban design initiatives. Finally, the City looks to enrich the overall quality of life in Belmont by strengthening community connections and supporting the City's arts and cultural resources.

### **Citywide Goals**

Citywide Goals apply to Belmont as a whole. They refer to the City's businesses, key industrial sectors, and quality of life, as well as Belmont's role in the larger San Mateo County economy.

#### **Goal #1: Cultivate a Diverse Economy**

A diverse economic base, with employment distributed among various industrial sectors, can help Belmont weather shifts in the national and regional economy. Belmont should build upon and diversify its current economic base by targeting key industrial sectors. These include the information and technology, educational services, retail, and health services industries.

#### **Goal #2: Promote Retention and Expansion of Existing Businesses**

The City should aim to support and maintain its existing firms as a priority. This approach becomes particularly vital during downturns in the economy, when diminishing revenue can either force a company out of business or compel them to relocate to another, less costly, location. Either scenario represents a loss of jobs, economic activity, and/or fiscal revenue for the City.

#### **Goal #3: Strengthen Belmont's Role as a Center for Arts and Education**

Belmont is home to a thriving arts community thanks to its long history of welcoming and supporting artists and arts organizations. However, this competitive advantage has not been fully connected to retailing and economic development in the rest of the city. The presence of a significant arts community in Belmont is not widely known, even by its own residents. If the City's current arts resources can be better organized, focused, and marketed, strong potential exists for using arts to leverage economic development in Belmont.

#### **Goal #4: Augment Belmont's Retail and Service Industries**

Belmont's retail and food services industries comprise a key sector in the local economic base in terms of employment, growth, and taxable sales revenue. The City should continue to support and grow this sector to serve residents, local employees, and visitors.

#### **Goal #5: Enhance Belmont's Overall Quality of Life**

Historically, local jurisdictions have concentrated on tax incentives and other financial programs to attract employers and spur economic development. Scholars and policy makers are now beginning to recognize that quality of life factors are equally valuable in attracting businesses, visitors, and new residents, improving the City for community members, and promoting economic development.

### **Goals for Opportunity Areas**

As economic activity nodes, the following Opportunity Areas contain potential development sites which may be used to enhance the City's economic vitality and sense of place.

#### **Goal #1: Develop the Ralston/El Camino Real/Old County Road Intersection into a Vibrant and Active Downtown.**

The Ralston/El Camino Real intersection is the heart of Downtown Belmont and the City's center of activity. The urban design elements, land use planning, and overall urban fabric at this intersection have the potential to be primary elements of the City's identity.

#### **Goal #2: Revitalize El Camino Real to the North of Ralston Avenue.**

The section of El Camino Real north of Ralston Avenue represents an underutilized Opportunity Area. Its proximity to the CalTrain station and Downtown Belmont enhance its potential as a site for new development.

#### **Goal #3: Strengthen Ralston Avenue's Identity as the "Avenue of the Arts."**

Ralston Avenue's full potential as Belmont's center for arts and culture remains untapped. The presence of 1870 Arts Studios, Twin Pine Park, and NDNU, and its proximity to the Carlmont Center and Downtown Belmont suggest Ralston Avenue could become a focus for local economic development activity.

#### **Goal #4: Encourage Regional-Serving Development East of Highway 101.**

The parts of Belmont east of Highway 101 enjoy strong freeway access and visibility, making them suitable for retail and office development.

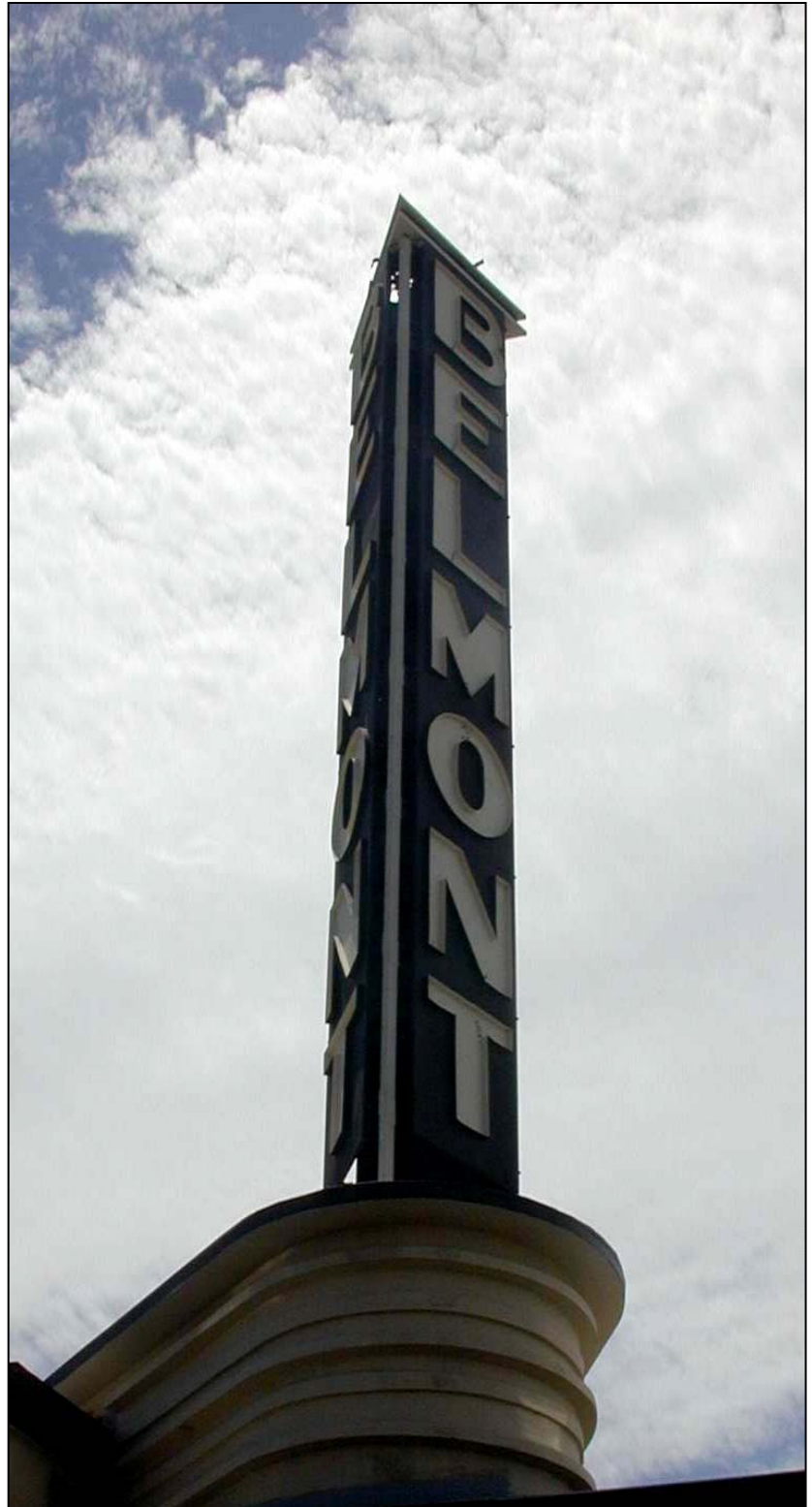
### **Special Study Area: Harbor Industrial Area**

The potential annexation of the Harbor Industrial Area (HIA) to Belmont represents an opportunity to expand and diversify the City's economic base through the addition of firms in the wholesale and construction industries.

As part of this Economic Development Strategy, the City will continue to collaborate with the Harbor Industrial Association to draft a successful and mutually agreeable annexation agreement.

## Citywide Goals

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## Goal #1: Cultivate a Diverse Economy

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### Policies

#### ***Policy #1: Retain, expand, and attract firms in the information and technology sectors.***

Although the region's high-technology firms have suffered through the ongoing economic downturn, the information sector will continue to represent a vital part of the San Mateo County economy in the foreseeable future. The continued growth of the bio-tech industry in San Mateo County also suggests potential for Belmont to capture a portion of this expansion.

Between 1991 and 2002, the information sector grew by 64 percent in the County, adding 19,300 jobs. Belmont captured some of this growth, with its information sector expanding by 590 jobs, or 186 percent, over the same period. Major Belmont firms in this industry include Oracle and Wadsworth/Thompson Learning. These are among the City's largest employers and Oracle, in particular, generates a significant amount of taxable sales.

As another economic development benefit, the presence of large information firms can attract smaller, related businesses. Although the current economy has depressed growth of new firms, Oracle representatives report that small companies using Oracle applications often locate near the corporate headquarters.



#### ***Policy #2: Continue to support the educational services sector.***

The educational services industry, which includes public and private schools and Notre Dame de Namur University, represents a steady pillar of the Belmont economy. Since 1991, this sector has comprised between 10 and 15 percent of the City's total employment and currently contains approximately 880 jobs. A strong educational system, and opportunities for life-long learning through public and privately sponsored classes,

contribute to Belmont's identity as a cultural center of the Peninsula. These factors also increase property values and can help attract employers to the City.

#### ***Policy #3: Continue to expand Belmont's retail sector.***

A thriving retail industry brings in valuable sales tax dollars for the City's General Fund, and offers people shopping, dining, and entertainment options in Belmont. In addition, the retail sector is an integral part of the Belmont economic base. Between 1991 and 2002, Belmont's retail jobs (excluding restaurants) grew by 30 percent, compared to only 15 percent for San Mateo County as a whole. The accommodation and food services industry experienced even greater growth, increasing by 70 percent over the same period. As of 2002, this was Belmont's largest industry, with 960 jobs, or 14 percent of total employment, largely in local restaurants.

As discussed in Citywide Goal #4, potential exists for additional retail development in specific retail categories. Additional retail development could increase taxable sales revenue, create more jobs, and add vitality to Belmont.

***Policy #4: Build upon Belmont's senior housing projects to augment the City's health services sector.***

The City of Belmont currently has 307 senior housing units distributed among the Bonnie Brae Terrace, Sunrise Senior Living, and Belmont Vista complexes. In addition, Ralston Village, an assisted living community specializing in serving people with Alzheimer's disease, is licensed for 100 beds. Largely due to the presence of these developments, Belmont's health care and social assistance sector employs 510 people and represents seven percent of the City's total employment. Between 1991 and 2002, the industry grew 29 percent, a sign of its steady presence in the Belmont economy.

These senior housing developments attract friends and family members to visit Belmont, bringing added sales revenue. In addition, Belmont's health services cluster, along with the potential development of a new hospital in San Carlos' Harbor Industrial Area, can generate demand for small medical office space in the City.

***Policy #5: Assist existing small businesses and promote the growth of new small firms.***

Small businesses form a key component of the Belmont economy. Almost 80 percent of Belmont's 660 businesses have 10 or fewer employees, and these firms house approximately 20 percent of the City's jobs.

**Implementation Strategies**

- Facilitate the provision of technology-ready office space through infrastructure improvements.
- Identify areas of Belmont during the General Plan update that would support the development of key industry sectors. This would include identification of sites within Downtown Belmont for pedestrian-oriented retail (see Citywide Goal #4 and Opportunity Area Goal #1).
- Encourage the development of high-quality small professional office space in a mixed-use setting. This space could serve small businesses, medical and health services offices, law offices, and other similar firms.
- Evaluate the City's permitting, review, and approval process to allow for the timely development of new projects (See Citywide Goal #2).
- Create a mechanism for communication and coordination between the University, other educators, and the City during the General Plan update process (e.g., task force or other committee structure).

- Evaluate proposals for senior services and general retail in terms of “fit” with Belmont’s senior population.
- Develop a small business ombudsman position to serve the needs of Belmont’s smaller firms.

## **Goal #2: Promote Retention and Expansion of Existing Businesses**

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### **Policies**

***Policy #1: Support an active business retention and expansion program for existing businesses.***

The City should adopt a pro-active approach towards assisting local businesses with space needs, workforce requirements, and infrastructure issues. Addressing these factors helps promote a positive relationship with local employers, and encourages them to remain in Belmont when making decisions about where to locate.

***Policy #2: Facilitate the City permitting process to help retain and expand existing firms without unnecessary delay or cost, and to help foster a “business-friendly” environment.***

Space needs often trigger business’ decision to relocate. To help retain existing firms and encourage their growth in Belmont, the City should facilitate the expansion or improvement of their facilities through a more responsive permitting process. This approval process would adhere to development principles set forth in the General Plan, Specific Plans, design guidelines and zoning requirements. Well-established development principles help assure attractive design that adheres to the City’s values, vision, and existing character. At the same time, the approval process should offer developers enough flexibility to complete projects in a time-sensitive manner once requirements are met. The City should also collaborate with businesses and their neighbors to avoid and mitigate any potential land use conflicts during this expansion process.

***Policy #3: Support linkages between NDNU’s academic programs and local businesses.***

NDNU’s School of Business and Management has over 500 students, and encompasses three undergraduate and three graduate-level programs. Graduate students at the School of Business and Management can receive an MBA, MPA, and MSM. With the University’s emphasis on service learning and the application of skills to “real world” problems, the School of Business and Management represents an untapped resource to support economic development in Belmont. Students can apply skills in market analysis, business planning, e-commerce, and other areas to support local businesses and City government, while simultaneously gaining hands-on experience.

### **Implementation Strategies**

- Create a new Economic Development position or rename an existing position within the City’s Community Development and Planning Department to provide businesses a clear contact person responsible for business assistance services and economic development activities in Belmont.
- Conduct a series of study sessions and stakeholder workshops with Council and Planning Commission members, local businesses, and developers to explore ways to facilitate the timely approval of development projects. These forums would allow local developers and businesses to voice any concerns regarding the permitting process, and

give Council and Commission members an opportunity to describe their perspective on the matter. The study session should also include historical data on the rate of permit approval to help address any perceptions regarding the City's review process.

- Pro-actively contact local employers to provide business support and assistance. The City should target major firms that employ a significant number of workers, as well as smaller establishments, such as local restaurants or retailers, that make Belmont a unique place.
- Engage the NDNU School of Business to support local firms through service learning projects, internships, and research activities.
- Sponsor intensive, structured technical assistance and special entrepreneurship events (e.g., speakers, outside consultants) to local businesses. These services could be packaged with a small revolving loan fund for business start-ups and small firms.

## **Goal #3: Strengthen Belmont's Role as a Center for Arts and Education**

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### **Policies**

***Policy #1: Establish a countywide identity for Belmont as an arts and education center.***

The City, in collaboration with local arts and educational institutions, should publicize and market its arts and educational resources throughout the Peninsula to attract visitors, residents, and employers to the City. These themes help “brand” Belmont as a unique, well-educated, and culturally vibrant community, and an attractive place to live, work, and visit.

***Policy #2: Support the establishment of a centralized artist cooperative gallery.***

The gallery spaces in the 1870 Arts Center and the newly opened Twin Pines Art Center are Belmont's only venues for viewing and purchasing visual art. A more visible gallery and retail store could offer a local site for artists to display and sell their pieces, showcase Belmont's unique character as a strong artist community, and strengthen the City's attraction to visitors from outside the area. In the right setting, a successful artist cooperative gallery can help create a more upscale shopping environment and attract other high-end retailers.

***Policy #3: Explore the development of a regional performing arts center in Belmont.***

San Mateo County currently lacks a high-quality professional performing arts venue. In response to this need, a number of major performing arts groups have been attempting to develop a new facility in the mid-Peninsula area. These groups agree that Belmont's central location and history of supporting the arts make it an attractive site for a regional performing arts center. Such a venue would firmly establish Belmont's identity as the arts hub of the Peninsula, bring business to local retailers and restaurants, add vitality to Belmont's commercial areas, and create a focus for new development activity.

***Policy #4: Foster life-long learning opportunities by supporting a network of public and private schools, arts and cultural organizations, NDNU, and City-sponsored programs.***

In addition to general support of these resources through standard public services, the City should act as a central point where residents, local employees, and visitors can inform themselves about educational and cultural opportunities in Belmont for people of all ages.



### **Implementation Strategies**

- Redesign the City and/or Chamber of Commerce websites to better highlight the themes of art and education. These websites should publicize and celebrate Belmont's strengths through information on local arts and education resources, Belmont schools (including test scores), educational opportunities, and cultural events. This information

should be centralized as much as possible at a single portal, with links to the appropriate groups. The redesigned websites should incorporate high-quality graphics and images, reflecting the City's identity as a cultural center on the Peninsula.

- Assemble a City-sponsored committee to further explore the development of a performing arts center in Belmont. The committee would engage a consultant team to determine market demand, identify capital and operating funds, network with San Mateo County arts organizations, develop preliminary site plans and elevations, assess facilities needs, and investigate possible partnerships with NDNU and other private organizations to support the development process. Ultimately, this information would be compiled into a business plan for the proposed center.
- Assemble a City-sponsored committee to develop an artist cooperative gallery in Belmont. The committee would work with the City and consultant to draft a business plan, identify suitable locations for a gallery, and research strategies for the City to assist in the ongoing operation of the gallery.
- Continue to develop the City's Public Art program. This includes the crafting of Public Arts Policies (for procurement, loan, donations, etc.) and strategies for financing public art development.
- Facilitate the addition or expansion of educational and arts facilities as opportunities arise.

The Policies and Implementation Strategies associated with Opportunity Area Goal #3: "Strengthen Ralston Avenue's Identity as the 'Avenue of the Arts,'" would also support this Goal.

## Goal #4: Augment Belmont's Retail and Service Industries

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### Policies

***Policy #1: Create a central shopping and community gathering area in Downtown Belmont.***

Development of a more traditional downtown area with pedestrian-friendly streets would create a more attractive environment for shopping, dining, and strolling. Such an area would set the stage for more upscale retail opportunities, in matching with Belmont's identity as an arts and education center on

the Peninsula and the community's relatively affluent households.

***Policy #2: Encourage Belmont residents and employees to shop locally.***

Taxable sales data suggests a significant amount of retail "leakage" occurs as Belmont residents shop outside the City for a variety of goods. The City should aim to recapture these lost sales to stimulate economic activity and generate additional sales tax revenue for the City. Belmont residents and workers would also benefit from the opportunity to meet more of their shopping needs locally.

***Policy #3: Explore the development of regional-serving retail at key sites.***

Regional-serving, freeway-oriented retail can bring in significant taxable sales revenue, and offer Belmont residents and local employees opportunities to purchase additional goods without leaving the City. The City should explore the possibility of attracting one or more freeway-oriented retailers to key sites along Highway 101.

***Policy #4: Enhance linkages between Belmont's cultural and arts events and local retail.***

Cross-marketing between Belmont's existing arts organizations and retail stores would benefit both groups. Art patrons should be informed of local shopping and dining opportunities to visit before and after their events.

***Policy #5: Attract upscale apparel and specialty goods stores as Downtown development occurs.***

Analysis of taxable sales shows particularly pronounced leakage among apparel stores. With the development of a pedestrian-oriented downtown, Belmont has the potential to bring in one to three new apparel stores to recapture these sales and serve residents and visitors. Well-targeted specialty goods stores, such as an independent bookstore, would also complement Belmont's retail options. However, given the limited amount of space for new stores in Belmont's existing retail centers, any new apparel and specialty goods stores would have to occur as part of a new Downtown development.

***Policy #6: Expand dining options in Belmont as Downtown development occurs.***

Taxable sales data shows Belmont's eating and drinking places already capture a strong share of



the local market. However, particular niches remain that could be filled to diversify Belmont's dining options. The City has limited fast food options, for example. Additional upscale establishments in this category could find support among local residents, employees, and students, particularly during the lunch hour. A unique destination restaurant would also complement a traditional downtown development in Belmont.

### **Implementation Strategies**

- Commission a land use and economic study of Downtown Belmont to improve physical amenities, transportation and pedestrian connections, and land use opportunities. This study should analyze means to create a more pedestrian-friendly shopping environment in the Downtown. Opportunity Area Goal #1 discusses this strategy in more detail.
- Provide maps/arts/shopping/dining guides at all retail stores, strategically-located kiosks, the CalTrain station, and cultural and arts venues.
- Initiate a "Shop Belmont" campaign targeting local residents, employees, and students. As an initial step, the City and/or Chamber of Commerce could send Shop Belmont packages to local employers, residents, and students. These packages would include shopping and dining guides, as well as advertisements and coupons from Belmont retailers. New NDNU students would also receive a package along with their introductory materials. A regular City- or Chamber-sponsored newsletter spotlighting a local success story would maintain publicity over time. This program could be jointly financed by the City, the Chamber of Commerce, and local merchants.
- Explore the provision of a City-operated shuttle service that runs from CalTrain along the Ralston corridor. This service could be particularly appealing for residents of the City's senior housing communities and NDNU/NDHS students.
- As part of the planning process for a new Downtown development, contact independent bookstores such as Books, Inc. to examine the possibility of locating a new bookstore in Belmont and to understand their needs as retailers.
- Contact unique full-service restaurants and inquire about the possibility of their opening a Belmont location. As stated above, Belmont may need to develop a new Downtown shopping environment before attraction of a new full-service restaurant becomes feasible. Examples of possible eateries include P.F. Chang's China Bistro, Zao Noodle Bar, and the Longlife Noodle Company.
- Recruit high-quality fast food/casual dining restaurants that would serve students and local workers at lunch and dinner. Some of these eateries offer counter-service, yet prepare food to order. Potential outlets include Coldstone Creamery, Asqew Grill, and the Buckhorn Grill. Depending on local space availability and the needs of the particular restaurant, a new fast food/casual dining eatery could occur in Belmont's existing retail centers.

## Goal #5: Enhance Belmont's Overall Quality of Life

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### Policies

***Policy #1: Maintain a range of quality housing options, from executive homes to studio apartments to live/work options. Encourage a range of affordable housing with increased homeownership for all income levels.***

Affordable housing remains a salient issue throughout the Bay Area, and has become a major factor in regional and local economic development. Some Belmont employers, for example, report that high home prices have posed a challenge in recruiting skilled workers. The lack of affordable housing also contributes to longer commutes and increased congestion, as local workers are forced to live in more distant areas due to high housing costs. A range of housing prices would allow new buyers and renters to enter the Belmont housing market, settle into the community, and stay in Belmont as their housing needs change.



***Policy #2: Continue to work with community groups, residents, and businesses to designate and improve properties with historic significance.***

Belmont should continue to celebrate its rich and diverse history through the preservation and improvement of buildings such as the Emmett House and Ross House. These structures add texture and character to the City, and help establish a sense of place for Belmont.

***Policy #3: Leverage City resources and redevelopment activities to enhance fiscal vitality, public services, and the City's overall quality of life.***

The City has a valuable tool in its Redevelopment Agency, which can be used to facilitate development opportunities throughout Downtown and eastern Belmont. New development projects have the potential to increase General Fund and Redevelopment Agency revenue and allow the City to maintain and improve public services.

***Policy #4: Support the development and maintenance of public spaces in Belmont, including natural areas and the built environment.***

Belmont values its public spaces, particularly Twin Pines Park and Water Dog Lake. These spaces offer opportunities for recreation, relaxation, and socializing among neighbors, and in many ways represent the center of the community. The City should continue to maintain and improve these areas, work to fully integrate them into the Belmont landscape, and explore opportunities for the creation of new public spaces, both natural and built.

***Policy #5: Concentrate new commercial development in or near existing commercial areas.***

To avoid land use and circulation conflicts with Belmont's residential areas, new commercial development should occur in or near existing commercial areas, including Downtown, the Carlmont Center, and El Camino Real. This approach protects the tranquility of Belmont's

neighborhoods, while adding vitality to the City's existing commercial districts.

***Policy #6: Continue to collaborate with the community in planning efforts.***

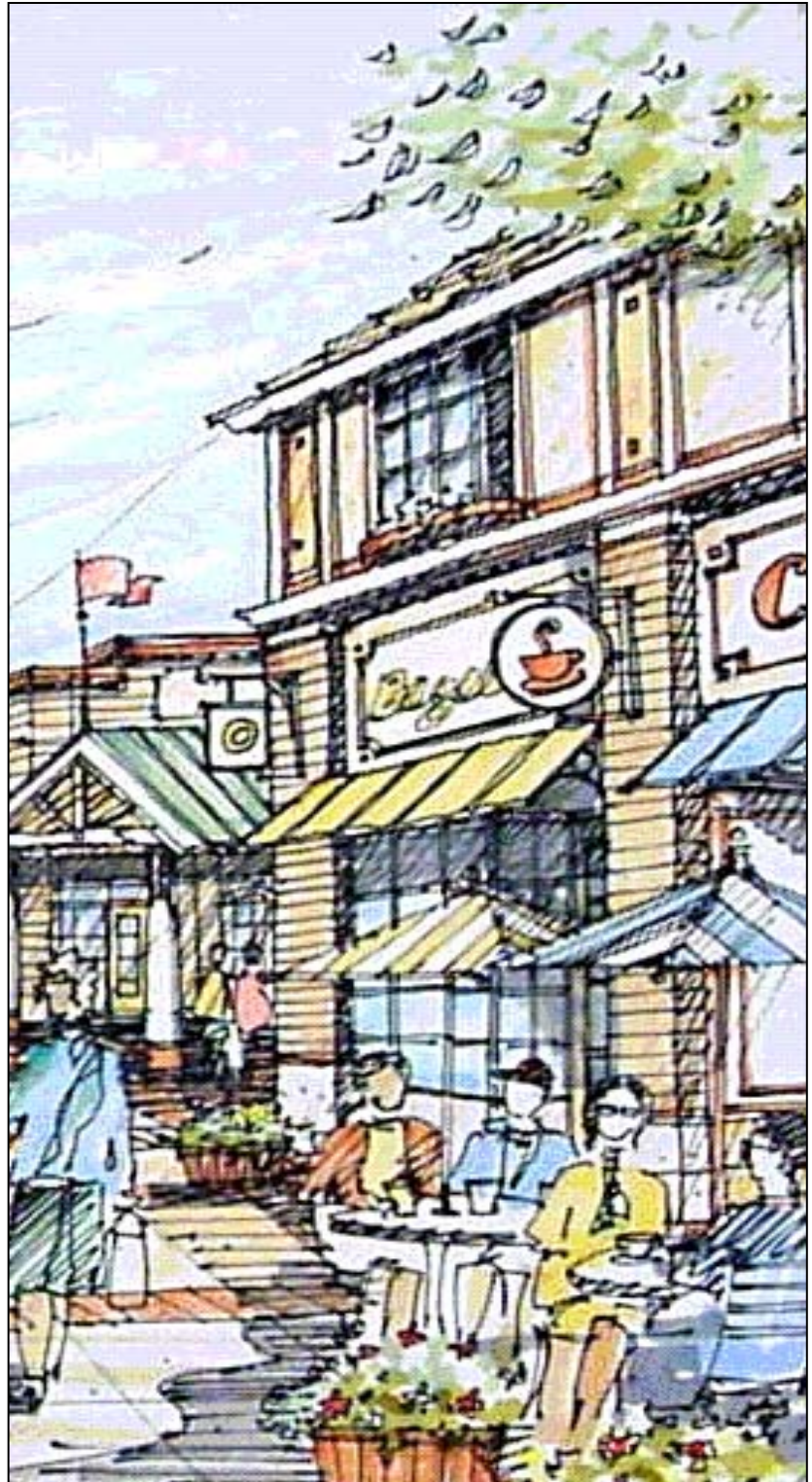
Through the Visioning Project and this Economic Development Strategy, the City has engaged a diverse array of community members in planning for Belmont's future. This momentum sets a strong precedent for community involvement in planning, and sets the stage for the upcoming General Plan update. Stakeholder participation helps integrate a range of interests and concerns into the plan, and makes the community an active participant in its development.

**Implementation Strategies**

- Enhance Twin Pines Park's presence and role in Belmont by improving public access to the Park. Improved signage and greater visibility through urban design elements would make the Park an even more valuable resource to the community.
- Maintain an email and address list of participants in the Visioning Project, Economic Development Strategy, and General Plan update to regularly distribute news about ongoing planning initiatives and calendar items.
- Continue to implement the Housing Plan outlined in the 2001-2006 Housing Element.
- Continue to look for development opportunities that would generate revenue for the General Fund, while maintaining Belmont's character and values.
- As part of the General Plan update, identify appropriate areas for commercial development that protect Belmont's residential neighborhoods from noise and congestion.

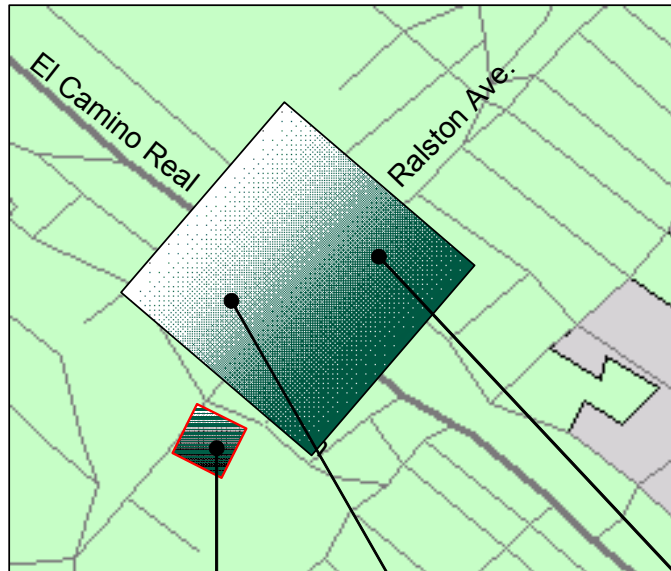
## Opportunity Areas

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## Goal #1: Develop the Ralston/El Camino Real/Old County Road Intersection into a Vibrant, Active Downtown

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### Strengths:

- Excellent access to freeway and El Camino Real
- CalTrain station
- Redevelopment Area
- Central location

### Limitations:

- Small parcels
- Little to no vacant land
- Divided by El Camino Real and railroad tracks

### Potential Uses:

- Transit-oriented development with mixed-use residential, retail, and professional office
- Performing arts venue



### Area Overview

The Ralston/El Camino Real intersection is the heart of Downtown Belmont and the City's center of activity. The urban design elements, land use planning, and overall urban fabric at this intersection have the potential to be primary elements of the City's identity. While the Belmont Village Center, City Hall, and Bayview Plaza (Walgreen's shopping center) are currently the area's most notable uses, the Downtown Opportunity Area also extends east across El Camino Real and Old County Road to include the corners with the Wendy's and Union 76 service station.

Downtown Belmont has a number of characteristics that make it an attractive development site. First, it has strong access to Highway 101 and El Camino Real, a major Peninsula arterial.



Second, its proximity to the CalTrain station presents the potential for transit-oriented development. Third, because Downtown Belmont is part of the City's Redevelopment Area, the City can play a pro-active role in facilitating development through assembly of parcels.

However, the Downtown area also suffers from some limitations. Small parcels pose a challenge for land assembly and the construction of larger development projects. Furthermore, little to no vacant land exists in the Downtown area, requiring the reuse of sites. Lastly, El Camino Real and the CalTrain tracks bisect the area; vehicles and pedestrians must cross eight lanes of traffic and underneath the tracks to access the entire Downtown. This crossing presents a psychological and spatial barrier between the eastern and western portions of Ralston Avenue.

Possible new uses for the Downtown include a compact, transit-oriented development project, with the CalTrain station as its core. Such a mixed-use project could include retail and professional office space on the ground floor, and multifamily residences above. The Downtown area would also be a prime site for a performing arts venue. In addition to providing patrons with highway and transit access, a Downtown performing arts center would generate synergy with surrounding retail uses.

### **Key Sites**

Each of the corners surrounding the Ralston Avenue/El Camino Real intersection represents a key development site. As one of Belmont's main intersections, the area is well-suited for the more compact, higher-density development pattern typically found in a "traditional" downtown. While these parcels currently contain a variety of well-established commercial uses, these could be reconfigured to make more efficient use of the space. In particular, Downtown Belmont has a number of surface lots that could be consolidated to optimize circulation and efficiency.

Key sites in the Downtown area also include the corner of 6<sup>th</sup> and Ralston Avenue, currently the location of a Wells Fargo Bank. This site fronts on Ralston Avenue, and acts as the gateway to City Hall and Twin Pines Park.

### **Policies**

#### ***Policy #1: Facilitate the development of higher-density mixed-use projects on the parcels surrounding the Ralston Avenue/El Camino Real intersection.***

Promoting a more compact development pattern and textured streetscape would help establish a stronger sense of place in the Downtown area. To the extent possible, new development should span both sides of the CalTrain tracks, and draw activity east, across El Camino Real. Mixed-use projects include residential, retail, and other uses such as office within a single development to help achieve a critical mass of activity and synergy between land uses.

#### ***Policy #2: Create a human-scale, pedestrian-friendly environment in Downtown Belmont.***

Currently, Downtown Belmont is highly auto-oriented. The area dedicates a significant amount of land to parking lots, is intersected by multilane arterial roads (Ralston Avenue and El Camino Real), and has poor pedestrian access and circulation throughout. Instead of a "town plaza" for

the community, Downtown Belmont currently acts as a place to efficiently run errands. A more pedestrian-oriented development pattern, as is found in traditional downtowns, would facilitate a relaxed environment for strolling and shopping, and help establish Downtown Belmont as a community gathering place.

***Policy #3: Capitalize on the CalTrain station by encouraging transit-oriented development (TOD) projects in Downtown.***

A successful Downtown TOD project would reduce auto-dependency and foster a more pedestrian-friendly environment. It would incorporate the CalTrain station area more closely into Downtown Belmont, and potentially raise local property values. TOD projects are typically located within easy walking distance (i.e., less than ¼ mile) from transit stations.

***Policy #4: Concentrate new retail, small professional office, and multifamily residential development in Downtown Belmont.***

Developing a critical mass of retail, office, and residential uses in Downtown would help establish it as Belmont's center of activity and increase economic and social vitality in the area.

***Policy #5: Adopt a pro-active approach to preparing and assembling parcels at key opportunity sites through eminent domain..***

As stated above, Downtown development is limited by a lack of vacant land and small parcels. Therefore, the City and its Redevelopment Agency will need to play an active role in planning and implementing any major new projects in the Downtown area. Significant improvements in Downtown Belmont cannot be expected to happen without the use of the Agency's eminent domain authority.

***Policy #6: Enhance the visual and spatial connection between Downtown and Twin Pines Park.***

Despite its proximity to the intersection of Ralston Avenue and El Camino Real, Twin Pines Park remains visually and spatially segregated from the Downtown area. By using urban design and land use planning strategies, the Park could be better integrated with Downtown, making it a more active space for community gatherings and social interaction, as well as an attractive amenity for Downtown projects.

***Policy #7: Ensure appropriate land use designations and zoning in the Downtown area for mixed-use compact developments.***

Due to the need for surface parking, significant portions of the Downtown area (those zoned CBD) have a relatively low maximum floor-to-area ratio of 0.5. These low density zoning regulations run counter to the vision of a more compact, pedestrian-friendly environment, and may need to be reconsidered in the upcoming General Plan update.

***Policy #8: Explore the development a performing arts venue in Downtown Belmont.***

Downtown Belmont, due to its proximity to Highway 101, El Camino Real, the CalTrain station, Twin Pines Park, and retail uses represents an attractive locale for a new regional performing arts venue. Such a project would require significant redevelopment activity, but, if successful, would make a major contribution to the economic activity and social vitality of the

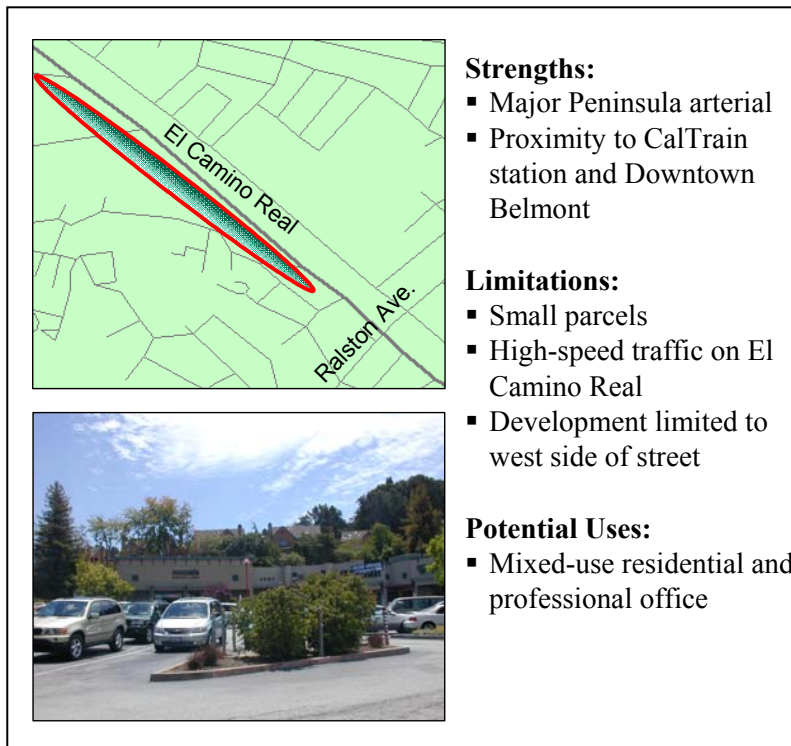
Downtown area.

### **Implementation Strategies**

- Commission a land use and economic study of this area to improve physical amenities, transportation and pedestrian connections, and land use opportunities. This study should include an assessment of viable financing and partnership strategies to foster the development of transit villages and other mixed use projects around the Ralston and El Camino Real intersection.
- Review land use designations and zoning for the area in the upcoming General Plan update to ensure that compact mixed-use development is encouraged around the Ralston and El Camino Real intersection.
- Following the General Plan update, explore site assembly options in Downtown in preparation for issuance of a Request for Proposals for a mixed-use TOD project.
- Develop community awareness and support for an active redevelopment process. This includes the strategic use of eminent domain to assemble small parcels for mixed-use and transit-oriented development.



## Goal #2: Revitalize El Camino north of Ralston Avenue



### Strengths:

- Major Peninsula arterial
- Proximity to CalTrain station and Downtown Belmont

### Limitations:

- Small parcels
- High-speed traffic on El Camino Real
- Development limited to west side of street

### Potential Uses:

- Mixed-use residential and professional office

### Area Overview

El Camino Real is a major arterial running between the southern outskirts of San Francisco and southern San José. Through Belmont, El Camino Real generally spans four lanes, parallels the CalTrain tracks, and is a heavily trafficked commercial corridor. Because the tracks (and parking lots for the Belmont station) are located along El Camino's eastern side through the length of Belmont, development is limited to the west side of the street.

North of Ralston Avenue and until Davey Glen Road, El Camino Real's development pattern is generally low-density, and comprised of one- and two-story structures, many with large surface parking lots. Uses include small professional offices, neighborhood-serving retail, personal services, and lodging. The current land use pattern does not reflect the site's potential buildout, per local zoning regulations. While the area's existing C-3 zoning allows construction up to 40 feet, for example, most building heights are less than 28 feet.

Structures in the area generally suffer from deferred maintenance, and the presence of a tattoo parlor and check-cashing business evoke the image of a neglected commercial area. Other development constraints include high-speed traffic along El Camino, small parcels, Caltrans' jurisdiction over the El Camino Real as a state highway, and the fact that the CalTrain tracks restrict development to the west side of the street.

Despite these limitations, this section of El Camino represents an opportunity area because of its proximity to the CalTrain station and Downtown Belmont. Existing uses do not take full advantage of these locational strengths. To add to the area's potential, the corridor lies within the City's Redevelopment Area, allowing the City to actively assemble key parcels to create development opportunities.

Possible uses for the area include mixed-use projects with multifamily residences above and professional offices and business services at the street level. Parcels near the CalTrain station

and Downtown would also support higher-density TOD projects.

## **Policies**

### ***Policy #1: Create a mixed-use neighborhood along the El Camino Real Corridor.***

The land uses along the El Camino Real corridor should reflect its proximity to the CalTrain station and Downtown Belmont. These opportunities offer the potential for mixed-use development including residential, retail, and other commercial uses along the corridor. The City should consider developments with heights up to three stories, to help generate a critical mass of activity and create a more vital street front.

### ***Policy #4: Extend new Downtown development north along El Camino Real to enhance the corridor's development potential.***

Design strategies, land use designations, zoning regulations, and site planning should be designed to help extend new development activity from Ralston Avenue to the block between Middle Road and Davey Glen Road.

### ***Policy #2: Explore financially sound methods to support façade/streetscape improvements, improve signage, and provide for public art and gathering places along El Camino Real.***

The condition of many structures along El Camino Real point to deferred maintenance and general neglect. Revitalizing the corridor's visual character would help promote further development in the area, and help connect it to Downtown area improvements.

### ***Policy #3: Adopt a pro-active approach through the City Planning Department and Redevelopment Agency to preparing and assembling parcels at key opportunity sites through eminent domain.***

Due to the small parcels along this corridor, the City Redevelopment Agency will need to actively assemble sites to attract development to the area. Due to the area's constraints, a critical mass of properties may be required to create a viable and marketable site for new residential development.

## **Implementation Strategies**

- Ensure appropriate land use designations and zoning along the corridor to encourage mixed-use higher-density developments that include residential, professional office space, and neighborhood retail, among other uses. The current C-3 zoning for El Camino Real reflects its nature as a commercial corridor, and a wide range of commercial uses are allowed. Residential uses, however, require a conditional use permit. Allowing multifamily projects to occur without a use permit would help promote residential developments in the area.
- Develop an attractive gateway project at Belmont's northern border along El Camino Real to announce entry into the City.
- Commission a land use and economic study of this area to improve physical amenities,

transportation and pedestrian connections, and land use opportunities. This study should include an assessment of viable financing and partnership strategies to foster the development of transit villages and other mixed use projects along the El Camino Real corridor.

- Market and publicize the City's façade improvement program on the El Camino Real corridor. Meet with property and business owners to learn ways to improve the program's effectiveness and increase its use.
- Develop community awareness and support for an active redevelopment process. This includes the strategic use of eminent domain to assemble small parcels for mixed-use and transit-oriented development.

### **Goal #3: Strengthen Ralston Avenue's Identity as the "Avenue of the Arts"**



#### **Strengths:**

- Belmont's primary arterial
- Anchored by Belmont Village and Carlmont Center
- NDNU, 1870 Arts Studios, Twin Pines Park and Arts Center as foci for activity
- Tree-lined streetscape

#### **Limitations:**

- Public uses pushed back from the road
- Width of Ralston Avenue promotes higher traffic speeds
- Weak freeway access

#### **Potential Uses:**

- Innovative residential, live-work housing
- Performing arts venue

#### **Area Overview**

Ralston Avenue was dubbed the "Avenue of the Arts" by the Belmont City Council in recognition of the concentration of arts and cultural resources in the area. The Twin Pines Park Studios, Twin Pines Art Center, 1870 Arts Studios, and NDNU all fall between El Camino and Alameda de las Pulgas on Ralston Avenue. However, little has been done to promote this Opportunity Area as the center for arts activity in Belmont.

Ralston Avenue serves as Belmont's primary east-west arterial, connecting Highways 101 and 280, and is the main corridor accessing Belmont's hillside neighborhoods. Despite the amount of traffic in the area, however, Ralston Avenue "reads" like an intimate small town road in the section between El Camino and Alameda de las Pulgas. It is lined with single-family homes and playing fields, and benefits from mature trees and greenery throughout the NDNU and Notre Dame High School campuses.

From a development standpoint, Ralston Avenue's strengths lie in its attractive tree-lined sidewalks, the concentration of arts-related uses along the corridor, and the proximity of Downtown Belmont and the Carlmont Center. In terms of constraints, the Avenue has relatively poor freeway access, as it is located in the middle of the City, and experiences heavy

traffic. In addition, from an urban design perspective, many of the public uses along the corridor are pushed back from the road, breaking up the streetscape.

## **Key Sites**

While the corridor is essentially built out, with little vacant land left, two key project sites remain for consideration as part of this Economic Development Strategy. First, Ralston Village, an assisted-living community serving seniors with Alzheimer's Disease, is a very low-density development, with approximately 43,900 square feet of buildings on 17 acres of land. Over six acres of the property remain essentially unimproved. Ralston Village recently submitted an application for the construction of 60 to 80 new units in this vacant area, but no entitlements have been granted due to conflicts with neighboring uses. This site's strengths lie in its proximity to Twin Pines Park, Downtown Belmont, and NDNU. An arts-related use at the Ralston Village site would benefit from the synergy between these three activity centers.

The Barrett Community Center, which houses the 1870 Arts Studios, enjoys similar advantages as Ralston Village property, being near NDNU, the Carlmont Center, and other retail uses at Ralston and Alameda de las Pulgas. In addition, the property is currently owned by the City of Belmont, negating the issue of the site acquisition. However, the Community Center also houses a well-used athletic field, is surrounded by residential development, and would suffer from significant access constraints due to its location in the heart of Belmont.

## **Policies**

### ***Policy #1: Establish a gateway design element announcing the Avenue of the Arts.***

An archway or other grand design element, designed by a local artist, would announce entry to the Avenue of the Arts, highlight this area's distinctiveness, and serve as a unique landmark in Belmont.

### ***Policy #2: Explore opportunities to collaborate with NDNU in its performing arts facilities planning.***

The NDNU Theater Arts Department currently suffers from a lack of rehearsal space and scene shop. Rehearsals and scene construction for University productions occurs on the main stage, taking up time which could be used for other performances and events. The addition of a smaller "black box" theater would also allow more intimate, informal productions by students and other groups. Since the City and local businesses can potentially benefit from additional performing arts events at NDNU, the City should work with and support the University in planning their performing arts facilities, and explore means to provide necessary rehearsal and production space elsewhere in Belmont.

### ***Policy #3: Explore strategies to improve the visibility of Twin Pines Park, the NDNU campus (including Ralston Hall), and other amenities from Ralston Avenue.***

Some of the City's most attractive features are located along Ralston Avenue, yet remain hidden from view due to foliage, fencing, and other obstacles. The City should explore means to reveal these "jewels" to passers-by on Ralston to strengthen the corridor's visual character.

***Policy #4: Consider the development of a performing arts venue along Ralston Avenue.***

Due to the concentration of arts resources along Ralston, this area also represents a potential location for a new performing arts venue. As with Downtown, significant reuse of sites would be necessary, and access issues would need to be addressed, particularly for sites further from the Downtown area.

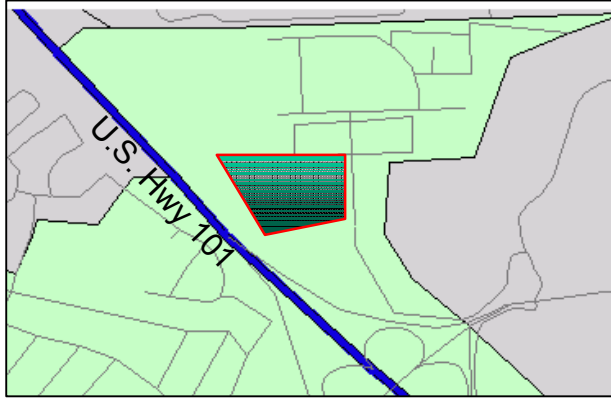
***Policy #5: Consider the creation of a Public Art Fund.***

The presence of distinct, visible, and high-quality public art recognizes the City arts and cultural resources, can help create an attractive streetscape, and showcases the work of local artists. Other cities such as Berkeley and San Francisco dedicate a small percentage of all capital improvement projects to a public art fund, which is then used to finance the installation of art pieces throughout the city. Strategically located pieces at the CalTrain station, the intersection of Ralston Avenue and El Camino Real, and all along Ralston Avenue would bring attention to the City's thriving arts community.

**Implementation Strategies**

- Locate high-quality signage, banners, murals, and public art beginning in Downtown and extending along Ralston Avenue to enhance the Avenue of the Arts "brand" and serve as a gateway to the area.
- Use marketing and informational materials to orient residents and visitors to the Avenue of the Arts and its resources (See Citywide Goal #3).
- Explore the feasibility and estimate the potential funding stream that would be generated by a Public Art Fund.
- Assemble an Avenue for the Arts Task Force to implement these strategies and draw upon the skills of local artists in the planning and design process. In particular, this group would be responsible for the design and development of a Ralston Avenue gateway. This body could be a subset of the City's Arts Commission.
- Develop a working group composed of City and NDNU representatives to address development on the NDNU campus, including the University's performing arts facilities.

## Goal #4: Encourage Regional-Serving Development East of Highway 101



### Strengths:

- Large parcels
- Strong freeway access
- Proximity to Redwood Shores office users

### Limitations:

- Separated from Downtown Belmont
- Flood zone
- Possible land use and circulation conflicts with nearby residential uses

### Potential Uses:

- Class A office
- Freeway-oriented retail
- High taxable sales retailer (e.g., auto dealer, general merchandise store)



### Area Overview

Compared to the rest of Belmont, the area to the east of the Bayshore Freeway enjoys strong freeway access and visibility from the 101 corridor. Its adjacency to major employers in Redwood Shores, such as Oracle, also increases its potential as a site for commercial development. As another site advantage, this district falls within Belmont's Redevelopment Area, allowing the City to take a pro-active approach towards assembling and preparing properties for development. North of Marine Parkway, uses include an auto dealership, recreation facilities, and a multifamily residential project. The area south of Marine Parkway, along Shoreway Road, contains light industrial, manufacturing, and office uses.

As a drawback to this Opportunity Area, the freeway isolates it from most the City, limiting the possibility of generating synergy with commercial or residential projects in the rest of Belmont. At the same time, however, the freeway also buffers most of Belmont from any traffic associated with new development in the area.

This Opportunity Area contains one of Belmont's largest parcels of vacant land, located behind the Belmont Sports Complex on Island Parkway. This parcel represents a potential site for

freeway-oriented uses such as retail or office. However, new projects would have to be designed to avoid land use conflicts with the existing residential units in the area.

## **Policies**

### ***Policy #1: Leverage opportunity sites to enhance Belmont's fiscal health.***

Freeway-oriented retail, due to its ability to draw from a larger market area, typically generates strong taxable sales revenue which would benefit the City's General Fund. This additional General Fund Revenue would expand the City's ability to maintain and improve public services. The City should consider the addition of regional-serving retail and additional automobile dealerships in this area. These uses potentially generate strong sales to bolster the General Fund.

### ***Policy #2: Ensure appropriate land use designations and zoning at opportunity sites for commercial development.***

The current Planned Development zoning designation for the Island Parkway area only allows for residential and office uses. A re-zoning would be necessary to allow retail development on the site.

### ***Policy #3: Ensure necessary infrastructure exists to facilitate development of opportunity sites.***

Necessary infrastructure improvements, depending on the proposed use, could include wider roadways to ease circulation, improved signage, and adequately-sized storm water systems in flood zones. These improvements would prepare sites for development projects, and help mitigate conflicts between new commercial uses and residential areas in the Island Parkway area.

### ***Policy #4: Buffer existing residential areas from any conflicting land uses.***

New development around Island Parkway would likely bring more traffic and noise to the area. The City should engage local residents in the planning process to receive their input and develop plans that protect their properties from any land use or circulation conflicts.

### ***Policy #5: Consider the addition of regional-serving retail, additional automobile dealerships, and Class A office space in this area.***

Each of these uses places a high premium on freeway access and visibility, making them well-suited for this Opportunity Area.

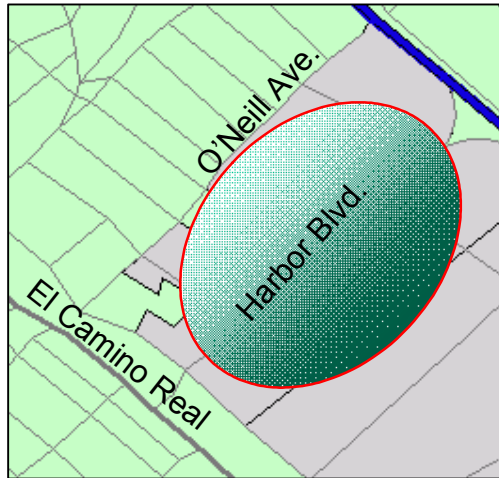
## **Implementation Strategies**

- Contact owners of key sites in the area, such as the vacant parcel in Island Parkway, to explore the possibility of retail development in the area.
- As part of the General Plan update, adopt the appropriate zoning in the area to allow freeway-oriented retail development on key sites.



## Special Study Area: Harbor Industrial Area

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### Area Overview

The Harbor Industrial Area (HIA) is bordered by Highway 101, O'Neill Avenue, and Old County Road, and includes the parcels on the south side of Harbor Boulevard. Currently, the HIA remains part of unincorporated San Mateo County, and falls within the City of Belmont's Sphere of Influence. The City is currently developing an annexation agreement with property owners in the HIA. The HIA houses a variety of industrial and commercial uses, including office space, light manufacturing firms, a self-storage facility, and auto repair shops.

Annexation of the HIA to Belmont would add approximately 1,460 jobs to the City, increasing Belmont's total employment by 21 percent. The wholesale trade and agriculture, mining, utilities, and construction jobs located in the HIA would strengthen the local economy by adding 890 jobs in these industries and diversifying Belmont's economic base.

### Policy

***Policy #1: Continue to collaborate with the Harbor Industrial Association to draft a successful and mutually agreeable annexation agreement.***

The City is committed to maintaining the HIA's light industrial and manufacturing character, and avoiding the introduction of new uses which would conflict with existing firms. The City and property owners will also address any outstanding infrastructure and circulation issues which remain in the area.

## Implementation Plan

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## Implementation Plan for Belmont Economic Development Strategy

Goal	Policies	2003 - 2005	2006 - 2010	Lead/Support
CITYWIDE GOALS				
#1: Cultivate a Diverse Economy	Retain, expand, & attract firms in the information and technology sectors.	Facilitate the provision of technology-ready office space through infrastructure improvements.		Lead: City Support: Chamber
		During General Plan update, identify areas of Belmont to support the development of information and technology sector office space.		Lead: City Support: General Plan Steering Committee
		Adapt the City's permitting and approval process to allow the timely development of new projects.		Lead: City
	Continue to support the City's educational services sector.	Adapt the City's permitting and approval process to allow the timely development of new projects.		Lead: City
	Continue to expand Belmont's retail sector.	During General Plan update, identify areas of Belmont to support the development of retail and mixed use projects.		Lead: City Support: General Plan Steering Committee
	Build on Belmont's strong senior services sector.	Encourage the development of medical office space and support services for seniors and health care (tied to new hospital in San Carlos).		Lead: City
#2: Promote Retention & Expansion of Existing Businesses	Assist small business and the growth of new firms.	Encourage the development of high-quality small professional office space in a mixed-use setting.		Lead: City
	Support an active business retention and expansion program for existing businesses.	Create an ED staff position responsible for business assistance services and ED activities.		Lead: City
		Pro-actively contact local employers to provide business support and assistance.		Lead: City
		Sponsor entrepreneurship events (e.g., speakers, consultants) for local businesses.		Lead: City Support: Chamber

Goal	Policies	Actions		Lead/Support
		2003 - 2005	2006 - 2010	
#3: Strengthen Belmont's Role as a Center for Arts and Education	Facilitate the City permitting process to promote a business-friendly environment.	Organize study sessions with staff, Council, Planning Commission, and other stakeholders regarding the Belmont permitting process.		<b>Lead:</b> City <b>Support:</b> Chamber
	Support linkages between NDNU and local businesses.	Engage the NDNU School of Business to support local firms through service learning projects, internships, and research activities.		<b>Lead:</b> City <b>Support:</b> NDNU School of Business
	Establish a countywide identity for Belmont as an arts and education center.	Redesign the City and Chamber websites to highlight the themes of art and education.		<b>Lead:</b> City <b>Support:</b> Chamber
		Continue to develop the City's Public Art program.		<b>Lead:</b> City and Arts Commission <b>Support:</b> Local arts groups (i.e., Belmont Arts Council, 1870 Arts Studios, etc.)
	Support the establishment of a central artist cooperative retail gallery.	Assemble a City-sponsored committee to develop a artist cooperative gallery in Belmont.		<b>Lead:</b> City and Arts Commission <b>Support:</b> Local visual arts groups (i.e., Belmont Arts Council, 1870 Arts Studios, etc.)
	Explore the development a regional performing arts center in Belmont.	Assemble a City-sponsored committee to further explore the development of a performing arts center. Engage a consultant team.		<b>Lead:</b> City and Arts Commission <b>Support:</b> ArtShare San Mateo County
	Foster life-long learning opportunities by supporting a network of public and private schools and arts and cultural organizations.	Redesign the City and Chamber websites to highlight the themes of art and education. Website should serve as portal to local arts and education resources.		<b>Lead:</b> City and Arts Commission <b>Support:</b> Local arts groups (i.e., Belmont Arts Council, 1870 Arts Studios, etc.)
		Facilitate the addition or expansion of educational and arts facilities as opportunities arise.		<b>Lead:</b> City

Goal	Policies	Actions		Lead/Support
		2003 - 2005	2006 - 2010	
<b>#4 Augment Belmont's Retail and Service Industries</b>	Create a central shopping and community gathering area in Downtown Belmont.	<i>Commission a land use and economic study of Downtown Belmont to analyze means to create a more pedestrian-friendly shopping environment.</i>		<b>Lead:</b> City
	Encourage Belmont residents and employees to shop locally.	<i>Initiate a "Shop Belmont" campaign.</i>		<b>Lead:</b> Chamber <b>Support:</b> City
		<i>Explore the possibility of a City-operated shuttle service.</i>		<b>Lead:</b> City
		<i>Provide maps/arts/shopping/dining guides at all retail stores, kiosks, CalTrain, and cultural and arts venues.</i>		<b>Lead:</b> City <b>Support:</b> Chamber
	Explore the development of regional-serving retail at key sites.	<i>See Strategies for Opportunity Areas Goal #4.</i>		<b>Lead:</b> City <b>Support:</b> Chamber
	Enhance linkages between Belmont's cultural and arts events and local retail.	<i>Provide maps/arts/shopping/dining guides at all retail stores, kiosks, CalTrain, and cultural and arts venues.</i>		<b>Lead:</b> City <b>Support:</b> Chamber, local arts organizations
	Attract upscale apparel and specialty goods stores as Downtown development occurs.		<i>Recruit independent bookstores and apparel stores as part of Downtown planning process.</i>	<b>Lead:</b> City <b>Support:</b> Chamber
	Expand dining options in Belmont as Downtown development occurs.		<i>Recruit unique full-service restaurants and high-quality fast-food/casual dining restaurants.</i>	<b>Lead:</b> City <b>Support:</b> Chamber
<b>#5: Enhance Belmont's Overall Quality of Life</b>	Maintain a range of quality housing options and a range of affordable housing.	<i>Continue to implement the Housing Plan outlined in the Belmont Housing Element.</i>		<b>Lead:</b> City
	Continue to work with community to designate and improve properties with historic significance.	<i>Continue to work with the Belmont Historical Society in planning and preservation initiatives, including the General Plan update.</i>		<b>Lead:</b> City and Belmont Historical Society
	Leverage City resources and redevelopment activities to enhance fiscal vitality.	<i>Continually look for development opportunities that would generate revenue for the General Fund, while maintaining Belmont's identity and values, as stated in the citywide Visioning process.</i>		<b>Lead:</b> City

Goal	Policies	Actions		Lead/Support
		2003 - 2005	2006 - 2010	
	Support the development and maintenance of public spaces in Belmont, including natural areas and the built environment.	<i>Enhance Twin Pines Park's presence in Belmont by improving public access to the Park.</i>		<b>Lead:</b> City
	Concentrate new commercial development in or near existing commercial areas.	<i>During the General Plan update, identify appropriate areas for commercial development that protect Belmont's residential neighborhoods from noise and congestion.</i>		<b>Lead:</b> City <b>Support:</b> General Plan Steering Committee
	Continue to collaborate with the community in planning efforts.	<i>Maintain an email and address list of participants in public planning initiatives to regularly distribute news about ongoing planning efforts and events.</i>		<b>Lead:</b> City

Goal	Policies	Actions		Lead/Support
		2003 - 2005	2006 - 2010	
OPPORTUNITY AREAS				
#1: Develop the Ralston/EI Camino Real Intersection into a Vibrant, Active, and Walkable Downtown	Facilitate the development of higher-density mixed-use projects on the parcels surrounding the Ralston/EI Camino intersection.	Commission a land use and economic study of Downtown Belmont to improve physical amenities, transportation and pedestrian connections, and land use opportunities.	Following the General Plan update, explore site assembly options in Downtown.	Lead: City
		Review land use and zoning designations in the upcoming General Plan update to encourage mixed-use development.		Lead: City Support: General Plan Steering Committee
		Develop community awareness and support for an active redevelopment process.		Lead: City
	Create a human-scale, pedestrian friendly environment in Downtown.	See above.	See above.	Lead: City
	Capitalize on the CalTrain station by encouraging transit-oriented development projects in Downtown.	See above.	See above.	Lead: City
	Concentrate new retail, small professional office, and multifamily residential development in Downtown.	See above.	See above.	Lead: City
	Adopt a pro-active approach to preparing and assembling parcels at key opportunity sites.	Develop community awareness and support for an active redevelopment process.	See above.	Lead: City
	Enhance the visual and spatial connection between Downtown and Twin Pines Park.	Commission a land use and economic study of Downtown Belmont to improve physical amenities, transportation and pedestrian connections, and land use opportunities.	See above.	Lead: City
	Ensure appropriate land use policies and zoning in the Downtown for compact mixed-use developments.	Review land use and zoning designations in the upcoming General Plan update to encourage mixed-use development.		Lead: City Support: General Plan Steering Committee
	Investigate the development of a performing arts venue in Downtown.	Assemble a City-sponsored committee to further explore the development of a performing arts center. Engage a consultant team.		Lead: City and Arts Commission Support: ArtShare San Mateo County

Goal	Policies	Actions		Lead/Support
		2003 - 2005	2006 - 2010	
<b>#2: Revitalize El Camino North of Ralston Avenue</b>	Create a mixed-use neighborhood with residential, small office, and retail uses.	<i>Ensure appropriate land use and zoning designations to encourage mixed-use higher-density developments.</i>		<b>Lead:</b> City <b>Support:</b> General Plan Steering Committee
	Explore financially-sound methods to support façade improvements, improve signage, and provide for public art and gathering places along El Camino.	<i>Market and publicize the City's façade improvement program. Meet with property and business owners to improve the program's effectiveness and use.</i>		<b>Lead:</b> City <b>Support:</b> Chamber
		<i>Develop an attractive gateway project at Belmont's northern border on El Camino.</i>		<b>Lead:</b> City and Arts Commission <b>Support:</b> Local arts groups (i.e., Belmont Arts Council, 1870 Arts Studios, etc.)
	Adopt a pro-active approach to preparing and assembling parcels at key sites.	<i>Develop community awareness and support for an active redevelopment process.</i>	<i>Following the General Plan update, explore site assembly options on El Camino.</i>	<b>Lead:</b> City
	Extend new Downtown development north along El Camino to enhance the corridor's development potential.	<i>Commission a land use and economic study of the El Camino corridor to improve physical amenities, transportation and pedestrian connections, and land use opportunities.</i>		<b>Lead:</b> City
<b>#3: Strengthen Ralston Avenue's Identity as the "Avenue of the Arts"</b>	Establish a gateway design element announcing the Avenue of the Arts.	<i>Issue an RFP for the development of a gateway design at the foot of Ralston Avenue as it heads into the hills.</i>		<b>Lead:</b> City and Arts Commission <b>Support:</b> Local arts groups (i.e., Belmont Arts Council, 1870 Arts Studios, etc.)
	Explore opportunities to collaborate with NDNU in its performing arts facilities planning.	<i>Develop a working group composed of City and NDNU representatives to address development on NDNU campus, including arts facilities.</i>		<b>Lead:</b> City and NDNU
	Consider the development of a performing arts venue along Ralston.	<i>Assemble a City-sponsored committee to further explore the development of a performing arts center. Engage a consultant team.</i>		<b>Lead:</b> City and Arts Commission <b>Support:</b> ArtShare San Mateo County
	Enhance views of Twin Pines Park and the NDNU campus from Ralston.	<i>Explore urban design and landscaping strategies to create a more "transparent" streetscape.</i>		<b>Lead:</b> City



Goal	Policies	Actions		Lead/Support
		2003 - 2005	2006 - 2010	
#4: Encourage Regional-Serving Development East of Highway 101	Consider the creation of a Public Art Fund.	<i>Explore the feasibility and estimate the potential funding stream that would be generated by a Public Art Fund.</i>		<b>Lead:</b> City and Arts Commission
	Leverage opportunity sites to enhance Belmont's fiscal health.	<i>Contact owners of key sites to explore possibility of retail development in the area.</i>		<b>Lead:</b> City
	Ensure appropriate land use policies and zoning at opportunity sites for commercial development, including retail.	<i>In the General Plan update, adopt the appropriate land use policies and zoning to allow regional-serving retail on key sites.</i>		<b>Lead:</b> City <b>Support:</b> General Plan Steering Committee
	Install necessary infrastructure to facilitate development of opportunity sites.		<i>Following identification of user, perform studies to identify and finance any necessary infrastructure improvements.</i>	<b>Lead:</b> City
	Buffer existing residential areas from any conflicting land uses.		<i>Following identification of user, perform studies to identify and mitigate land use or circulation conflicts.</i>	<b>Lead:</b> City
	Consider the addition of regional-serving retail, additional automobile dealerships, and Class A office space.	<i>Contact owners of key sites to explore possibility of retail and other uses in the area.</i>		<b>Lead:</b> City

## Appendix A: Belmont Economic Conditions and Trends

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This section of the Economic Development Strategy provides a summary of background demographic and economic conditions in Belmont. It also outlines the potential for development of new retail, residential, and office uses, as well as new cultural and arts facilities in the City. A complete analysis of these issues is contained in the *City of Belmont: Economic Conditions, Trends, and Opportunities* report prepared by BAE.

### Demographic Conditions

BAE identified the following key demographic conditions and trends:

- **Belmont is a relatively small community, growing at a modest pace compared to San Mateo County and the Bay Area as a whole.** Between 1990 and 2000, Belmont's population grew from 24,370 to 25,123 at an annual average rate of 0.3 percent. In contrast, the County and regional population increased by 0.9 percent and 1.2 percent annually, respectively, over the same period.
- **Belmont is mainly comprised of families and homeowners.** Approximately 63 percent of Belmont households are families, and 60.2 percent are homeowners. These figures roughly approximate County-wide demographics; 67.4 percent of San Mateo County households are families and 61.4 percent own their homes.
- **Belmont residents are relatively affluent.** The City has a median household income of \$92,277. In comparison, San Mateo County and Bay Area households have median incomes of \$89,113 and \$75,534 respectively. Over 54 percent of Belmont employed residents are in management and professional occupations, while only 42.7 of County employed residents and 43.7 percent of Bay Area employed residents fall in this category.
- **Belmont is well educated.** Almost 52 percent of Belmont residents 25 years and older have a Bachelor's degree or higher. This figure significantly outpaces the County and region, where only 39.0 and 37.4 percent of residents 25 years and older, respectively, have a Bachelor's degree or higher.
- **Belmont residents are relatively older than County-wide and Bay Area residents.** The City has a median age of 39.4 years, compared to 37.2 years for the County and 35.9 years for the region.
- **Belmont is primarily a "bedroom community."** Almost 90 percent of Belmont employed residents commute outside the City for their jobs. In comparison, only 82.5 percent of San Mateo County employed residents and 64.1 percent of Bay Area

residents work outside of their home city.<sup>1</sup>

## Employment Analysis

The employment analysis highlights the following key points:

- **The California Employment Development Department (EDD) reports that as of the third quarter of 2002, Belmont had a total of 6,910 jobs.** EDD data also shows that the City of Belmont, as of the third quarter of 2002, had approximately 660 employers.
- **Since 2001, Belmont employment has decreased, in conjunction with the national and regional economic downturn.** The City lost almost 570 jobs between 2001 and the third quarter of 2002, a 7.6 percent decrease. The Information sector was particularly responsible for this trend, losing over 460 jobs. The Accommodation and Food Services sector, however, actually gained 160 jobs over this period, indicating strength in this industry. As another positive trend, long term data shows that Belmont's economy has grown faster than California's. Since 1991, Belmont employment has grown by 13 percent, compared to only nine percent statewide.
- **The five largest industry sectors in Belmont's economy, in term of employment, are Accommodation and Food Services, Information, Educational Services, Retail Trade, and Health Care and Social Assistance.** Together, these five industries make up almost 60 percent of all jobs in the City.
- **The Retail, Accommodation and Food Services (primarily restaurants), and Information sectors represent key components of the Belmont economy.** Together, these three sectors represent almost 39 percent of the City's jobs, and were among Belmont's fastest growing industries between 1991 and 2002.
- **Education remains a steady pillar of the Belmont economy.** Although the Educational Services industry did lose over 200 jobs between 2001 and 2002, primarily due to public school job losses and decreased employment at NDNU, the industry has remained a steady component of the Belmont economy. Since 1991, the industry has comprised between 10 and 15 percent of the City's total employment.
- **Small businesses comprise a valuable element of the Belmont economy.** Although small businesses do not receive the recognition of major companies such as Oracle, firms with up to 10 employees make up approximately 80 percent of the City's employers. In addition, these firms employ 20 percent of Belmont's workers.

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<sup>1</sup> All figures only include workers who live in a "place" as defined by the Census. "Places" include incorporated cities, as well as "Census-defined places" which are small communities in unincorporated areas.

- **The annexation of the HIA would help diversify Belmont's economic base.**  
Annexation of the HIA to Belmont would add approximately 1,460 jobs to the City, increasing Belmont's total employment by 21 percent. The Wholesale Trade and Agriculture, Mining, Utilities, and Construction jobs located in the HIA would strengthen the local economy by adding 890 jobs in these industries and diversifying the Belmont economic base.

## **Retail Development**

The leakage analysis finds that local serving retail stores in Belmont are currently performing well, exhibiting strong sales and capturing a major share of the local market. As a result, little room for added sales exists, and few new grocery stores and restaurants could be supported. However, assuming economic development activities bolster Belmont's shopping districts, and draw shoppers to the area, potential still remains for the addition of a handful of restaurants in particular niches. A more detailed study of the taxable sales data shows, for example, that Belmont has relatively low per capita sales among restaurants that do not serve alcohol. High-quality fast food restaurants, such as Coldstone Creamery and Asqew Grill (a San Francisco establishment) could fill this gap, and serve students at Notre Dame de Namur University (NDNU) and Carlmont High School. One or two specialized full service restaurants (e.g., Zao Noodle Bar, P.F. Chang's China Bistro) could also benefit from a location in Belmont due to its affluent households and nearby major employers such as Oracle.

In the community/regional serving retail sector, potential exists for the development of four to six new apparel stores in the Belmont/San Carlos/Redwood Shores market area. San Carlos, with a well-established downtown, does maintain some advantage in attracting these outlets. However, Belmont's own economic strengths, described in the Economic Conditions, Trends, and Opportunities Report, represent an untapped resource, and could offer a unique shopping experience for residents and visitors. Properly focused, the City's exceptional arts and educational environment could attract new shoppers and between one to three new apparel stores.

The leakage analysis, and a survey of stores in the area, also suggest a major general merchandise store could find support in Belmont and San Carlos. Wal-Mart, in particular, lacks a central/southern San Mateo County presence. While these "big box" establishments run counter to some of the values expressed by the Economic Development Committee, they do satisfy daily shopping needs for residents and generate a significant amount of taxable sales revenue. Ultimately, Belmont's land constraints may prove the limiting factor in attracting such a store. The Harbor Industrial Area (HIA), which may be annexed to the City, would be the likely location for a major retailer such as Wal-Mart. It offers freeway access, and relatively large parcels for development. However, HIA business and property owners have expressed a strong desire for the area to maintain its light industrial character, excluding the possibility of new retail development in the area. Other properties to the east of Highway 101, such as the parcel behind the sports complex, are also viable sites for big box freeway-oriented retail.

While the Other Retail category already shows strong sales, and limited new space would be

supported, potential still exists for a handful of specialty stores in Belmont. In particular, an independent bookstore (e.g., Books, Inc.) could benefit from the City's educated residents, and the proximity of NDNU. With enough space, a bookstore could also host readings and musical presentations, adding to Belmont's evening activities and attracting customers to local restaurants and cafés. Although Barnes and Noble and Borders both have locations in neighboring San Mateo, many shoppers still prefer the intimate experience of a small book seller, and the personal service it provides. Therefore, a successful store could draw shoppers from outside Belmont, and complement its identity as a well-educated community that values the arts.

Although Belmont lies within the trade area of a number of regional shopping destinations, it could still attract both residents and visitors to shop in the City by diversifying its retail base, and seeking additional specialty goods and apparel stores. Cultivation of a sense of place through land use and urban design planning, and leveraging Belmont's arts and cultural resources, would also create a more unique shopping and entertainment experience, and help position the City against competing shopping centers in the area.

## **Residential Development**

Given the healthy local residential real estate market, as well as the projected demand described above, strong market support exists for new ownership housing development in Belmont. Rental housing appears somewhat less feasible in the short term (i.e., up to five years), due to flat rents and growing vacancies, a possible indicator of future rent decreases. Other BAE housing studies in the Bay Area have found that the financial feasibility of developing rental projects is highly sensitive to decreased rents and occupancies, particularly when coupled with high land costs on the Peninsula. As a result, rental housing development has slowed throughout San Mateo County. The analysis suggests that adequate land appears available to satisfy projected housing demand, provided steps are taken by the City to develop underutilized parcels.

A number of issues confront housing development in Belmont. First, the Belmont Redevelopment Agency (RDA) may need to assemble underutilized sites to provide adequate land for new housing. This action depends on the financial ability of the RDA to acquire land via eminent domain, or its ability to reuse City-owned land. Second, the political feasibility of developing higher density housing must be considered. Concerns regarding traffic, parking, and the changing nature of Belmont's downtown may arise in this process. Finally, interviews with local stakeholders, combined with the market overview, indicate the need for affordable housing in Belmont remains. Affordable housing becomes an economic development issue as it impacts employers' decision to locate their firms in Belmont. Employers recognize that local housing costs affect their ability to attract and maintain workers, and therefore consider housing affordability in their location decisions.

## **Office Development**

In the short term (i.e., five to ten years), little demand exists for new office development in

Belmont, due to the surplus of vacant properties in the market area. Furthermore, current lease rates would not support the development of a major new office project. As the economy improves, demand for office will increase again, but it remains unclear how much new space beyond current vacancies will be necessary to satisfy this growth in employment.

Nevertheless, a possibility exists for the further development of more specialized office products in the Belmont. The presence of the three senior centers in Belmont and the proposal to develop a fourth, coupled with the Palo Alto Medical Foundation's plan to develop a new hospital adjacent to the Harbor Industrial Area in San Carlos, raises the prospect of additional medical and health service offices in the City. Depending on the further refinement of the Palo Alto Medical Foundation's plans, health service offices in downtown and the Harbor Industrial Area may still command strong lease rates and see rapid absorption. Modestly-sized office products in the downtown area to serve lawyers and other small users may also prove feasible. Small professional offices could be combined with higher-density residential development in a mixed-use project to bring more activity to the downtown area. The Pacific Hacienda project in downtown San Carlos, for example, combines 10,000 square feet of Class A office space, an additional 10,00 square feet of historically re-developed office space, and 89 high-end condominium units. A more product-specific market analysis would be necessary to assess the full potential for this product type in Belmont.

## **Arts and Cultural Facilities**

### ***Performing Arts Center***

The development of a performing arts center in Belmont requires the consideration of several factors. Capital costs represent the initial challenge in this endeavor. Several options exist for financing facility development, including a local bond issuance, allocation of General Fund monies, dedication from a private developer, and a capital campaign. A combination of several sources may be necessary, and the City will likely play a major role in providing capital funds. In the short term, economic difficulties will limit private contributions from individuals, foundations, and corporations. However, as the economy improves, funding for the arts will increase once again. Major employers in Belmont, such as Oracle, Wadsworth, and NDNU, could also contribute to a capital campaign.

The programming of a performing arts venue also represents a key component of its success. In general, two approaches exist. The more common approach is for a facility to lease space and dates to performing companies on a first-come-first serve basis. As another less common strategy, a center director can take a pro-active role in curating the programs by paying particular companies to perform at the center. Some facilities use a combination of these approaches. In any case, to be successful, a performing arts venue must know its audience, and tailor its programs to satisfy demand. Familiarity with competing venues in the local area also helps to identify a particular programming niche to be filled.

The source of ongoing operating funds must also be addressed in the planning process. BAE analyzed several Bay Area performing arts venues as part of this Report. BAE found that, with the exception of the Gaia Cultural Center, the local City government contributes a substantial

portion of each of the case studies' annual budgets. It is unlikely that earned revenue from tickets, merchandise sales, and facility rentals will effectively cover all operating expenses of a performing arts venue in its initial stages. City contributions may eventually decrease as the venue becomes more established and successful over time.

Perhaps the most crucial step in the planning process, and related to the three issues discussed above, is determining the appropriate scale of the facility. While the venue should aim to draw a critical mass of patrons to create a sense of place, it should also match the facility's size with local demand. Clearly, this decision has financial implications for capital costs and ongoing operation of the theater. Larger venues (i.e., over 1,000 seats) can attract greater audiences and more well-known performers, and begin to cover operating costs more effectively. However, they also require greater capital funds, a larger operating budget, and more audience support, and therefore pose a greater risk. A more modestly-sized venue (i.e., up to 500 seats) would be easier to sell-out, and could draw enough of an audience to have positive economic benefits for the City. However, small theaters have difficulty earning enough revenue to remain financially sustainable.

To help assess the potential for a Belmont performing arts facility, BAE interviewed representatives from the centers studied above, staff at Notre Dame de Namur University (NDNU) theater department, and major performing arts organizations in San Mateo County. Some key informants expressed doubts whether a facility in Belmont would draw sufficient audiences and top talent performers, and effectively compete with venues in San Francisco and Santa Clara County. They suggested a smaller space would be more appropriate for Belmont's needs. On the other hand, other informants remained certain that strong potential exists for a major performing arts venue in Belmont. They stated the City's central location, the lack of competition in the County, and the clustering of other arts resources in the City gives Belmont a distinct advantage in this enterprise. In addition, a number of arts organizations in the County, including the Peninsula Ballet Theater, Broadway by the Bay, the Peninsula Symphony, and Masterworks Chorale, currently require a high-quality San Mateo County venue, and would stage performances at a Belmont facility.

In fact, these groups have formed a committee to develop preliminary plans for a regional performing arts center in San Mateo County. The plans call for a 1,500-seat theater with an orchestra pit, scene shop, and visual arts gallery. This facility would total approximately 80,000 square feet, require approximately 4.0 acres (including parking), and cost approximately \$25.0 million, excluding land. The committee has engaged with the Bay Meadows development and the County to explore the possibility of locating a facility in or around the City of San Mateo. These discussions remain at a preliminary stage, and interviews with committee members reveal that they would also be open to Belmont as a location for a regional performing arts venue. Committee members agreed that the City's central location on the Peninsula and history of supporting the arts makes it an attractive site.

Other factors suggest Belmont would be a strong candidate for a new performing arts venue. First, the NDNU theater department reports an ongoing need for additional space. Currently, theater performers must rehearse and construct sets on the main stage due to the lack of a

rehearsal space and scene shop on the NDNU campus. A smaller “black box” theater would also allow NDNU to host and stage smaller productions. If the University had a separate facility for these activities, the main stage could be freed up for more performances by NDNU and other companies. Alternately, if main productions could occur in a new space, existing facilities could be used for rehearsals.

Secondly, Peninsula Ballet Theater (PBT), Broadway by the Bay, and a number of other arts groups, are currently looking to lease a particular building in Belmont for joint offices, rehearsal space, and a scene shop. Locating these groups’ offices and staging area in Belmont would increase its attractiveness as a site for a performing arts venue.

While strong interest exists among arts groups for a performing arts venue in Belmont, a more detailed market and financial feasibility analysis is necessary to examine the full potential and scale of such a facility. The analysis would include a survey of area residents to assess demand, capital and operating cost estimates, potential funding sources, a scan of local performing arts organizations to identify a potential resident company, and a detailed evaluation of sites for the Center’s development.

To further the development of the performing arts in Belmont, the City could:

- Fund a City-sponsored series of cultural events at the NDNU theater (e.g., films, speakers, concerts, performing arts, etc.);
- Support PBT’s efforts to establish an office, rehearsal space, and production shop in Belmont;
- Help publicize NDNU performing arts events via print and electronic formats;
- Engage local restaurants and the NDNU theater in cross-marketing activities;
- Assist NDNU’s theater department by expressing City support in NDNU grant applications, and cooperating with the University on facilities planning;
- Explore the possibility of a cultural density bonus in strategic locations in the City; and
- Conduct a more detailed market and financial feasibility analysis for a new performing arts center in Belmont.

### ***Artist Cooperative Gallery and Store***

The case studies above and interviews with local arts organizations suggest that strong potential exists for an artist cooperative gallery in Belmont. A local leader in the arts community stated demand does exist among local artists for a cooperative gallery as another centralized venue to showcase and art. However, she also emphasized that membership in the cooperative would need to remain open to artists outside of Belmont, and be juried to achieve the highest possible quality of works. Artists with a home or studio in Belmont could be given membership preference assuming all other artistic factors were equal.

The primary challenge behind establishing an artist cooperative gallery and retail space is identifying an affordable site with strong retail qualities. Cooperative galleries typically rely on membership dues to cover rent and utilities; sales commissions comprise a relatively minor portion of their budgets. Therefore, more expensive space requires more co-op members. At some point, however, a cooperative must stop accepting members because it cannot effectively



display all their works. Therefore, an ideal space strikes a balance between being too big to afford and too small to showcase enough artists' works. Parking availability, walk-by traffic, and complementary neighboring uses are also desirable characteristics for an artist cooperative gallery.

If located in a major retail district or shopping center, artist cooperative galleries often require below-market rate rents to remain sustainable. Cases exist where shopping center owners have offered affordable rents to galleries to help establish an upscale environment for the center and attract more affluent shoppers. The City of San Mateo is currently trying to convince downtown property owners to offer vacant space to galleries at no charge until the space can be leased by other tenants. In exchange, artists improve the interiors. According to one Belmont artist, this strategy has met limited success due to property owners' unwillingness to donate their space on such a temporary basis. Nevertheless, the strategy demonstrates the importance of public involvement and assistance in helping to secure space for an artist cooperative gallery.

The City of Belmont could assist in the formation of a cooperative gallery through one or more of the following mechanisms:

- Dedicate resources or fund the facilitation of a business planning process.
- Identify suitable cooperative sites in Belmont which strategically draw visitors to the City, and anchor Belmont's arts identity.
- Consider start-up or operating subsidies to assist with the creation of an artists cooperative. Further definition of the space program, location, and operating requirements will be needed to assess the amount and type of subsidies required.

## **Appendix B: Contributors to the Economic Development Strategy**

The following individuals contributed to this Strategy by serving on the Belmont Economic Development Committee and/or providing key informant interviews as part of the strategic planning process.

<b><u>Name</u></b>	<b><u>Affiliation</u></b>
John Arthur	Jameco Electronics
Christine Bennett	Notre Dame de Namur University, School of Arts and Humanities
David Braunstein	Carlmont High School
Brad Clore	Belmont Hardware
Ric Denman	Aegis Land
Mike Elkins	Notre Dame de Namur University, Dept. of Theater Arts
Chester Fisher	Holiday Inn Express
Maureen Freschet	Notre Dame de Namur University, Community Relations
Dr. Tom Hannen	Notre Dame de Namur University, School of Business
Charmaine Hope	Belmont Chamber of Commerce
Arno Jacobi	Harbor Industrial Association
Howard Jones	Harbor Industrial Association
Warren Lieberman	City of Belmont Finance Commissioner
David Long	City of Belmont Planning Commission
Howard Mason	City Treasurer, Chair of Economic Development Comm.
Phil Mathewson	City of Belmont Planning Commission
Phil Raiser	Harbor Industrial Association
Carolyn Selby	Carlmont Center
Dary Sepah-Mansour	City of Belmont Finance Commission
Randy Smith	Oracle Corporation
Jerry Steinberg	Nikon Precision, Inc.
Marni Tuel	Kollage School for the Arts
Ruth Waters	1870 Arts Center



## About BAE

Since 1986, BAE has focused on **The Economics of Place™**, providing comprehensive real estate and urban development services to public, private, non-profit, and institutional clients throughout the U.S. Our work integrates people, policies, markets, and finance, resulting in concrete change to urban places.

BAE's experience ranges from statewide policy studies to regional initiatives to local development projects. Our breadth distinguishes us as problem-solvers who can shape visions into reality, and inject reality into visions. Based in Berkeley, California, with additional offices in San Francisco, the Sacramento region, and Washington D.C., we translate the best national practices into local solutions to enhance communities and neighborhoods.

Our expertise includes the following:

- Redevelopment and Revitalization
- Economic Development
- Affordable Housing
- Development Feasibility
- Public/Private Transaction
- Litigation Support
- Place and Site Marketing
- Public Finance
- Economic Impacts
- Community Facilities

We have also developed unique expertise in non-place aspects of urban development including sustainability, technology transfer, targeted industry studies, child care, and social services.

Our key asset is our highly-skilled core team of staff members who have worked together for many years. Collectively, we bring our training in real estate development, city planning, geography, economic development, marketing, and public policy to every engagement. Each staff member utilizes advanced computer skills to integrate databases, presentation graphics, and spreadsheet models into our work. Many BAE staff are expert in community involvement and strategic planning, while others excel in technical analysis and the application of GIS to urban problems.

Our clients and our projects reflect our commitment to excellence, stewardship of communities and resources, and dedication to the future of our places. The outstanding quality of our work has been recognized by the American Planning Association (APA) and the National Association of Installation Developers (NAID) through numerous awards for excellence. The *San Francisco Business Times* has recognized BAE as one of the 100 Largest Women-Owned Bay Area Businesses each year since 2000.